

DOCUMENT RESUME

ED 224 943

CE 034 709

TITLE The Role of Women in the Fire Service.
INSTITUTION Federal Emergency Management Agency, Washington, D.C.
REPORT NO FA-19
PUB DATE Aug 80
NOTE 42p.
PUB TYPE Collected Works - Conference Proceedings (021) --- Viewpoints (120) -- Reports - Descriptive (141)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Adults; Employed Women; *Employment Level; Employment Opportunities; *Equal Opportunities (Jobs); *Females; *Fire Fighters; Fire Science Education; *Nontraditional Occupations; Occupational Mobility; Postsecondary Education; Resource Materials; Seminars; Sex Role; Sex Stereotypes

ABSTRACT

This publication provides information on issues surrounding the entry of women into the fire service. Chapter 1 focuses on the "Women in the Fire Service" seminar held on August 1979. It covers issues and recommendations for programs designed to facilitate the effective use of women. Other sections contain seminar participant opinions on the issue of dual career ladders (civilians in the fire service) and comments from presentations on sex-role stereotyping and the androgynous manager. Chapter 2 highlights initiatives used by fire departments contending with issues of women's entry into the fire service, including standards, recruitment, training, and equal employment opportunities. Chapter 3 on career paths reviews the changing roles of women in the workforce and in the fire service and provides information on the status of women in various fire-service careers. Some perspectives on nontraditional employment success for women are offered. Chapter 4 contains profiles providing insight on the personal experiences of fire-service representatives closely involved with women's issues either through their own entry or assistance to others. Chapter 5 is a source of referrals regarding legal protections, support, nontraditional employment training programs, physical fitness assessment programs, and apprenticeship programs. Information is provided on the federal role in equal employment opportunity. Resource materials are also listed. (YLB)

* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *

ED224943

THE ROLE OF WOMEN IN THE FIRE SERVICE

FA-19
AUG. 1980

CE



CE 034709



federal emergency
management agency
U.S. fire administration

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

This document has been reproduced as
received from the person or organization
originating it.

☐ Minor changes have been made to improve
reproduction quality.

• Points of view or opinions stated in this docu-
ment do not necessarily represent official NIE
position or policy.



CONTENTS

FOREWORD

INTRODUCTION

I. THE SEMINAR REPORT

Why a "Women in the Fire Service" Seminar
Participants
Conference Accomplishments
Summary of Issues and Recommendations
Civilians in the Fire Service
Sex Role Stereotyping
The Androgynous Manager

II. FIRE SERVICE INITIATIVES

Standards/Entry Requirements
Recruitment
Information Gathering and Exchange
Physical Training
Equal Employment Opportunity Statement

III. CAREER PATHS

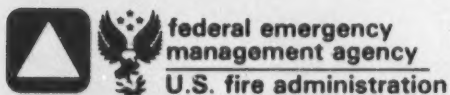
Changing Roles of Women in the Work Force
Changing Roles of Women in the Fire Service
Status of Women in the Fire Service Today
Non-Traditional Employment Success for Women

IV. DO-ERS PROFILES

V. RESOURCES

Legal Protections
Non-Traditional Employment Training Programs
Apprenticeship Programs
Physical Fitness Assessment Programs
A Legal Perspective on EEO
Resource Material

VI. DIRECTORY OF CONFERENCE PARTICIPANTS



THE ROLE OF
**WOMEN IN
THE FIRE
SERVICE**

FOREWORD

By John W. Macy, Jr.

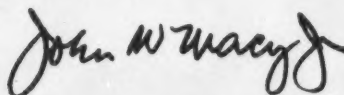
The Federal Emergency Management Agency (FEMA) is an executive agency that serves as a single point of contact within the Federal government for emergency management activities. Our role is as a supporting partner to organizations, including those involved with fire service, which contribute to emergency management.

As former Chairman of the Civil Service Commission, I am particularly interested in equal employment issues. I have seen that there are some areas of employment that tend to be more difficult for certain groups to permeate and that these groups need guidance and assistance in order to enter these specific fields.

Because of the nature of emergency work, many occupations in emergency categories could be considered non-traditional for women. In my new role as Director of FEMA, I am pleased that the Fire Administration, one of our six principal program offices, is taking positive action to encourage the entry of women into the field of fire service.

In addition to providing a summary of issues and recommendations discussed at the Women in the Fire Service seminar, this report offers personal insights into the many controversial aspects of female employment in the fire service. These personal insights, from a wide variety of seminar participants, provide a depth of understanding into an issue which affects all emergency management organizations.

Sincerely yours,



John W. Macy, Jr.
Director



FOREWORD

By Gordon Vickery

The U.S. Fire Administration is fully committed to the entry of qualified women in the fire service."

When I made that statement shortly after my appointment to the U.S. Fire Administration, I was aware that many would consider it revolutionary, some even treasonous. I have a history of taking stances that may not always be popular, but are invariably necessary, such as integrating minorities and recognizing the need for women in management.

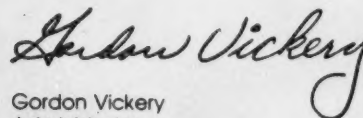
In fact, I've been called "an advocate of women." By reason of talent, law and moral right, women ought to be a part of the fire service workforce.

The fire service recruitment and training programs also require close examination. With all the challenges the fire service has to face in the 1980's, the very best staff is needed, and we cannot afford to overlook half the talent pool. To tap this resource, efforts should be accelerated to recruit and train women.

The issues of women's entry into the fire service are complex, and the fire service is a most difficult group to convince there's room for change. The U.S. Fire Administration is behind this effort all the way. Last August, we sponsored a "Women in the Fire Service" seminar to explore these issues and develop recommendations for programs. This publication summarizes the conclusions of the seminar, and also describes a number of initiatives and related experiences within the fire service, USFA, and elsewhere regarding the entry of women into the workforce.

I urge you to read this publication carefully, to take advantage of the resources it identifies, and to broaden your own perspectives on the subject. Join the growing ranks of people who believe that the fire service should be open to all qualified candidates, both male and female.

Sincerely,



Gordon Vickery
Administrator
U.S. Fire Administration



INTRODUCTION

This publication has been prepared by the Office of Planning and Education, USFA, Federal Emergency Management Agency, to focus attention on the issues surrounding the entry of women in the fire service and to promote the acceptability of women in the fire service workforce. Our prime objective is to share the information presented at the "Women in the Fire Service" seminar, August 1979—to express the opinions and views of the conference participants, to publicize their recommendations, and to make known their experiences. In addition, we have gone one more step in updating the report by including findings from subsequent USFA studies, U.S. Department of Labor statistics and personal interviews with representatives of the fire service.



Chapter I, **The Seminar Report**, covers issues and recommendations for programs designed to facilitate the effective use of women. Also included are some features, a discussion on "The Androgynous Manager," excerpted from remarks by Elsa Porter, Assistant Secretary for Administration, U.S. Department of Commerce, and "Sex Role Stereotyping," from comments by Jane Areen, General Counsel, the President's Reorganization Project and professor, Georgetown University. The diversity of opinions on the issue of dual career ladders is reflected in the feature, "Civilians in the Fire Service."

Chapter II, **Fire Service Initiatives**, highlights the methods used by fire departments contending with issues of women's entry into the fire service, including standards, recruitment, training, and equal employment opportunity.

Chapter III, **Career Paths**, reviews the changing roles of women in the workforce at large and in the fire service, and provides information on the status of women in various fire service careers. Some perspectives on "Non-Traditional Employment for Women" are included in a feature based on comments by Ruth Hernandez, U.S. Department of Labor.

Chapter IV, **Profiles**, provides insight on the personal experiences of several fire service representatives who are closely involved with women's issues either through their own entry or assistance to others.

Chapter V, **Resources**, is a source of referrals in day-to-

day professional activity to organizations or individuals. It also lists sources of additional information and materials useful for presentations. "A Legal Perspective on EEO," by Theresa Holland, Attorney, Civil Rights Section, U.S. Department of Justice, answers many questions on the Federal role in equal employment opportunity.

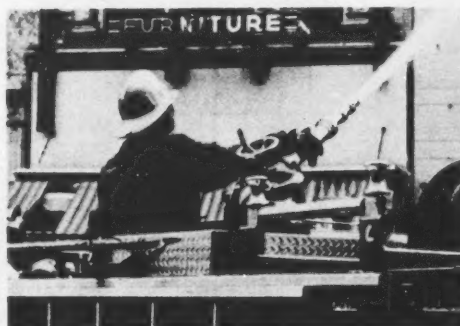
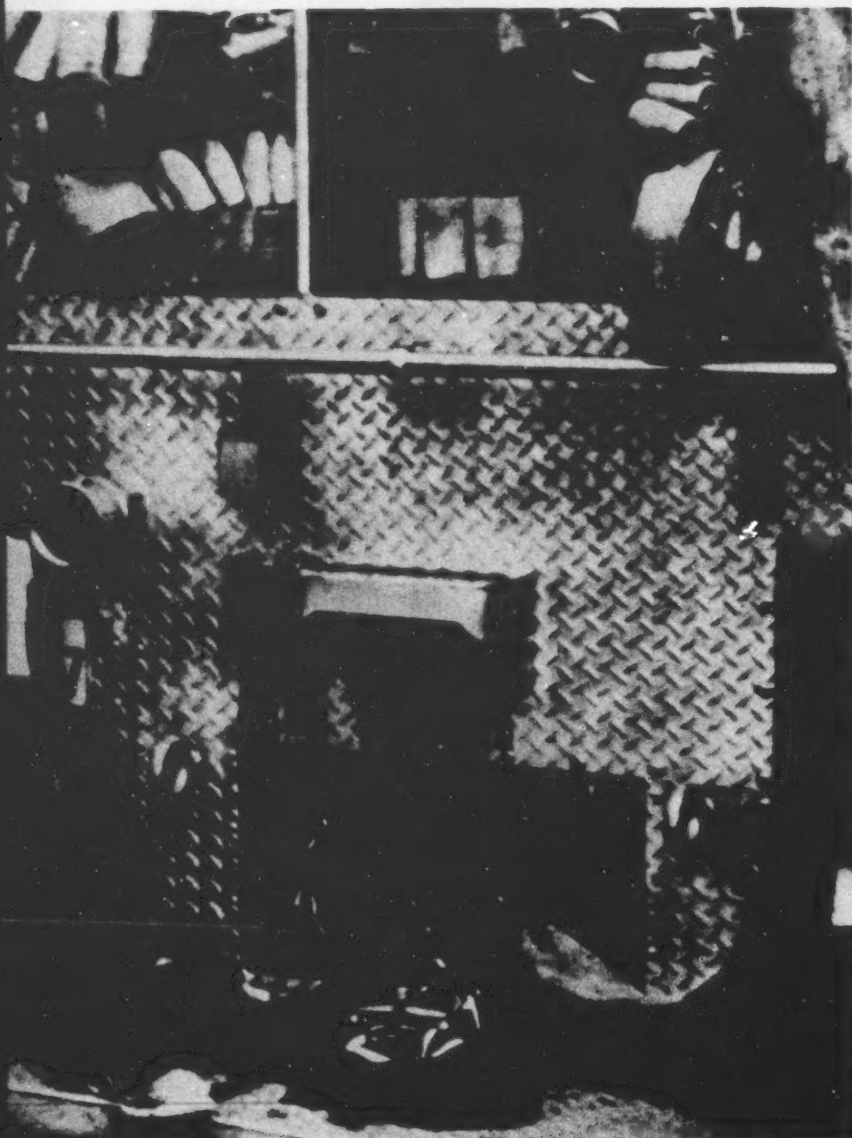
This publication, **Women in the Fire Service**, was designed with personal and professional needs in mind—both on a short and long-term basis. The information included is by no means extensive, or an exclusive statement about a particular issue or organization. It is passed on for your use and comments, and we hope to hear from you as you find sources of assistance in your experience. In this way, the U.S. Fire Administration's Office of Planning and Education can continue the process, begun at the seminar last August, to provide information on programs, initiatives, and resources, and to link individuals and organizations for mutual support.

"Never measure the height of a mountain until you've reached the top and then you will see how low it was—express yourselves, exchanging what is really in your heads and that which is in your hearts."

John Hoglund, Director
Maryland Fire and Rescue
Institute
Address to the Conference
August 29, 1979

I. THE SEMINAR REPORT





Why a "Women in the Fire Service" Seminar

Gordon Vickery's personal commitment to the entry of qualified women into the fire service has engendered many new U.S. Fire Administration initiatives. These are studies, workshops and publications, current and future, reflecting this deep

commitment. To focus these initiatives, and bring them together as part of a cohesive program, the national Women in the Fire Service seminar was conducted.

The seminar had three major purposes:

- to review the current status of women in the fire service,
- to identify major issues associated with integrating women into the fire service, and
- to recommend programs/actions needed to facilitate effective use of women in the fire service.

In addition, there were many indirect objectives for the seminar. To successfully develop a women's program with long-term impact, the USFA needs to mobilize widespread support for such a movement, based on a strong foundation provided by key figures in the fire service. The conference, and subsequent efforts, must highlight the acceptability of involvement in the women's issue, convincing a core group of the merits of existing programs and activities, the uniformity of convictions around basic goals, and the value and extent of interest nationally.

Participants

It was critical to the substance and outcome of the seminar that conference participants represent a cross-section of backgrounds. At the same time, participants were chosen for their ability to build momentum and act as opinion leaders and "change agents" within the fire service.

In early Spring of 1979, the Office of Planning and Education



invited approximately 50 members of the fire service and allied areas to participate in the seminar, to be co-hosted by the University of Maryland's Fire/Rescue Institute. The invitees included about 25 men and 25 women from a wide range of fields, and with diverse perspectives on the women in the fire service issue. There were more who could contribute, but attendance was limited to allow maximum interaction between participants.

Those from the fire service included:

- Communications officers from Philadelphia, Pennsylvania,
- Female firefighters from Washington, D.C., Northglenn, Colorado and Virginia Beach, Virginia.





- EMS officers from Rockville, Maryland.
- Fire Chiefs from Trinidad, California, Jacksonville, Florida, Seattle, Washington, Madison, Wisconsin, Virginia Beach, Virginia, Alexandria, Virginia, San Diego, California, and Phoenix, Arizona.
- Fire Prevention Specialists from Santa Fe, Mexico and Rockville, Maryland.
- Training Specialists from Stillwater, Oklahoma, and
- Fire Education Specialists from Raleigh, North Carolina, Chesterfield, Virginia, and Virginia Beach, Virginia.

Various women's organizations were also represented.

- The Alexandria, Virginia Commission on the Status of Women.
- Office of Women's Rights, Seattle, Washington.
- Women's Bureau, Department of Labor, and
- Women's Coordinator, International City Management Association.

Fire organizations represented included:

- Fire Standards and Accreditation Board in Salem, Oregon.
- Public Protection Division of the National Fire Protection Association.
- International City Managers Association.
- International Association of Fire Fighters, and
- International Association of Professional Women in the Fire Service.

Federal agencies represented were:

- U.S. Fire Administration.
- The U.S. Department of Justice, Civil Rights Division.
- Department of Labor, Women's Bureau.
- Equal Opportunity Commission, Office of Interagency Coordination, and
- U.S. Department of Commerce.

Conference Accomplishments

The conference was structured to focus attention on the major issues relating to women in the fire service. The participants considered the issues, shared information and experience, and made recommendations for initiatives on standards and entry exams, physical training, supervisory training, equal employment opportunity, recruitment, information gathering and exchange, and need for assistance. A variety of speakers, including many participants themselves, addressed the group, providing insights and dimension.

The conference generated a list of specific issues and recommendations which provides a starting point for a comprehensive effort to increase the population of women in the fire service. In addition to the recommendations, resource programs and materials, including slides, films and publications, were also identified. These resources, listed in the final chapter of this publication, serve as valuable tools for managers, women in the fire service, and others interested in equal employment opportunity.

By the end of the seminar, there seemed to be a shift in focus. A common ground seemed to be maintained effortlessly as experiences and information were shared and attitudes evolved. An emphasis on the ability of "a person" to do a job emerged. There was the realization that no one advocated lower standards to allow more women entrance into the fire service.

"Unless I'm forced by the courts, I don't think I'm going to lower my physical requirements . . . This job we call firefighting requires these skills from any person who chooses to become a firefighter. We

are looking for a person for a job."

*Chief Harry Diezel
Virginia Beach Fire
Department*

"I figure, if they have to do it, there's no reason I shouldn't have to. It's a job for a person. I don't see anything wrong with having to meet the same requirements . . ."

*Donna Brehm
Firefighter
Virginia Beach Fire
Department*

At the same time, fire service leaders seemed to come to the conclusion that rather than being a burden, the entry of women into the fire service represents a valuable new resource. The challenge facing these leaders would be to use this new resource effectively to combat the nation's fire problem. Typical of the experience of the seminar was the comment at its conclusion, by Floyd Yokum of the International Association of Fire Fighters (IAFF), an admitted "traditionalist," who stood up and proclaimed, "I want to repent . . . I've been impressed with the dedication I've seen from you gals and I want your forgiveness for what I've said in the past . . . I welcome the opportunity for women to come into the fire service."

Perhaps the most significant accomplishments of the conference were the sharing of experiences and attitudinal changes which resulted. Despite diverse and sometimes opposing perspectives, participants demonstrated a commitment to the purpose of the seminar by openly communicating on all pertinent issues. To reflect this spirit, this publication has been designed to report not only the findings, but to also represent a "snapshot" of the opinions expressed at the conference. The picture presented here demonstrates a range of thinking which is presently in a state of flux and will undoubtedly change in the future.

Summary of Issues and Recommendations

The following is a statement of key issues and recommendations, developed and adopted by the seminar participants.

Standards/Entry Exams

Issue: What are fair and reasonable standards in the fire service? Should candidates for non-suppression jobs be required to pass physical exams required for suppression jobs?

Recommendations:

- (1) Establish guidelines to assist local jurisdictions to (a) develop valid entrance exams, based on local task analysis, and (b) establish an evaluation process to ensure continuing validity.
- (2) Develop valid model entrance exams and examination procedures, evaluate present entry level standards with application to all personnel.
- (3) Establish minimum objective performance standards that reflect the demands of the job and include performance measures.
- (4) Conduct research to establish actual job requirements for fire service careers.
- (5) Package available entry programs that are accepted as fair, valid and proven.
- (6) Develop, validate and use realistic job-related entrance exams/standards (physical, agility, and written).

- (7) Validate, or show that it is possible to validate, 1001 minimum physical fitness requirements as entrance agility test.
- (8) Educate the fire service, management, governing bodies, and politicians as to the need to adopt sensible and appropriate entrance requirements that can be validated so they can proceed with the hiring philosophy, "the right person for a job."

Recruitment

Issue: How can qualified women be attracted to careers in the fire service? How can women learn the pros and cons of fire service careers?

Recommendations:

- (1) Develop a package that actively pursues career opportunities in the fire service and describes the complex components of the career.
- (2) Develop a recruitment information package including:
How to organize a recruiting team
Support materials
Current rules and regulations that address women in the fire service
Sample of tools
- (3) Conduct a public information campaign for personnel officers and fire administrators on women in the fire service.
- (4) Offer broader publicity about all areas of the fire department.
- (5) Inform women that jobs do exist in the fire service and women have them as job options.
- (6) Develop a manual on female recruitment, selection, training, and day-to-day living within the fire service, including job descriptions and other model materials.

"If we want to make changes, we have to prove that it is a change for the betterment of the services and not just to accommodate us."

Mary Chambers
Assistant Chief
Bernillo County Fire
District #10
Tijeras, New Mexico

"If we have to get lighter ladders because technology makes lighter ladders available and there is no need for people to go out on back injuries because they are trying to bench press wooden ladders, then it's to everyone's advantage. No doubt about it!!!!"

Battalion Chief Robert Osby
San Diego Fire Department

"We can change the weight of the ladder, but it's difficult to change the weight of a gullon of water. That's a firefighter reality. The thing I'm concerned about is that when you start changing . . . there's a hazard in it."

Alan V. Brunacini
Chief
Phoenix Fire Department

"I am inclined to think we have enough talent without Federal assistance both within the fire department and the community itself, to develop the kinds of programs that will withstand both the legal and moral challenges that will come down the pike."

Harry Diezel, Fire Chief
Virginia Beach Fire Department

Information Gathering and Exchange

Issues: How many women are currently active in the fire service? In what capacities? What are their needs? How can departments exchange information on successful programs?

Recommendations:

- (1) Gather data on the subject of women in the fire service.
- (2) Establish a directory of women and men who are willing to provide support and information on physical requirements, emotional and psychological requirements, etc., for women who are considering entry into the fire service.
- (3) Develop a personnel workbook that includes information on recruiting, training, promoting and retaining qualified women in the fire service.

Physical Training

Issue: How can females attain and retain the physical strength and agility to meet firefighter physical requirements?

Recommendations:

- (1) Develop a standardized package to prepare applicants for successful completion of physical performance entrance examinations suitable for use by educators, fire departments or individuals as programmed instruction.
- (2) Study special needs, if any, for programs to maintain physical performance of persons who originally required special and extended work to pass the initial physical.

Supervisory Training

Issue: How can fire service supervisors learn to work with females?

Recommendations: Provide training for fire career supervisors on basic supervisory techniques needed to meet the standards of the agency and to implement Equal Employment Opportunity.

Statement of Equal Employment

Issue: What is the official policy of national and local fire service officials on women in the fire service?

Recommendations: Encourage the establishment of a formal policy statement accepting women and other minorities into the profession on a national and local basis.

Development of Continuing USFA Assistance

Issue: How can the U.S. Fire Administration continue to focus attention on the role of women in the fire service, and encourage equal employment opportunities for women?

Recommendations: Have USFA serve as a clearinghouse for effective programs to recruit, train, retain and promote qualified women in the fire service.

"I have been accepted in my position, I have felt no discrimination from the men in the area. They have been accepting me, they have helped me train, they helped me learn . . ."

Nancy Stephens
Assistant State Fire Marshal
West Virginia

"The best supervisors are also mentors, because they really help you. In effect, it is a learning situation with a teacher-helper relationship."

Eisa Porter
Assistant Secretary for
Administration
Department of Commerce

"Some of them saw their last chance at manliness . . . as being in the fire department. They are there for 10 years, then, all of a sudden, you open up this door and 'the broads are coming in taking our jobs!' That's tough to take."

Chief Charles Rule
Alexandria, Virginia

"I don't think I had the normal interview Many questions centered around the fact that I was married, what effect shift work would have on my marriage."

Donna Brehm, Firefighter
Virginia Beach Fire Department

"We need probably more than anything else to just identify what the female anatomy can do in job-related fire activities. We get into trouble running examinations when you say the males run certain distances and the females, for the same job, have to run a shorter distance."

Chief Charles Rule
Alexandria, Virginia

I THE SEMINAR REPORT

Civillians in the Fire Service

Seminar participants had distinct viewpoints concerning the status of civilians in the fire service. Some thought there should be no distinction made between civilian and uniformed fire service members, some thought the motivation for making this distinction was to screen out women and still others believed that this distinction was valid, but that perhaps the civilian service should have a more appealing career ladder. The issue was hotly debated indicating that it will soon have to be reckoned with.

"Is my contribution any less significant because I can't physically fight a fire?"

Jane Roche, Fire Department
Education Officer
Virginia Beach Fire Department

"I think that what we're addressing here is a basic problem of the fire service, not only of women in the fire service—everyone has to ride the tailboard and just because 'I did it, you've got to, too' I have some questions about that system because I was a firefighter for three years, does that make me a good inspector?"

Nancy Dennis Trench
Training Director
Oklahoma

"I'm not going to let myself be convinced that women cannot ... come up through the ranks the same way—if they do it the same way, they are going to be accepted much better by everybody."

Chief Durkin, Fire Chief
Madison Fire Department
Madison, Wisconsin

"If we start a trend toward having non-fire personnel—a civilianized fire prevention bureau—you are going to find the salaries going down. You're going to find females winning the battle but losing the war."

Robert Osby, Battalion Chief
San Diego Fire Department

"Dual career ladders do not necessarily mean prevention, inspection or education areas have to be limited to women. These may be valid career positions for men who possess the qualities that make them very good at doing these jobs. By opening two career ladders, you are not necessarily reducing the salary opportunities ... you usually reward excellence."

Margaret Shaffer, President
Paradigm, Inc.

"I certainly believe that there are women who cannot start at the bottom, a tailboard rider in the suppression end of the fire games, who might do an outstanding job when brought in laterally doing the job of inspector, public educator, or whatever"

James Dalton, Chief
Division Fire Prevention
Montgomery County, Maryland

"We are suggesting in the one case we currently have pending before a judge that fire suppression training in an academy and physical agility testing for firefighting are not appropriate selection standards for the position of fire inspector or for a position in Emergency Medical Service."

Theresa Holland
Former Attorney, Civil Rights Division
Department of Justice

"The fire and police are the only departments left in most city governments that have one route ... to attain management level positions. I think this has to be addressed."

Nancy Foye, Former Assistant Director
Minority Executive Placement Program
International City Management
Association

"(Traditional men in the fire service) say, Well, in order to do such and such, you have to ride the tailboard—I think that's one of the ways that men of the fire service have found to keep women out."

Cathy Lohr
Fire Service Specialist
North Carolina Department of Insurance



Sex Role Stereotyping

At one time or another, most women have had to face problems caused by sex role stereotypes. Jane Areen, General Counsel for the President's Reorganization Project, shared insights on how stereotyping, defined in the early years and perpetuated through conditioning, can affect women in the workforce. The problem, as she recounted it, is twofold. Women must combat the effects of sex role conditioning and, in addition, counter the perceptions of those who view women exclusively in terms of the cliché stereotype.

Areen emphasized the importance of conditioning during early life to assume stereotype sex roles. Girls are encouraged to play with dolls and boys are encouraged to get involved in sports. While little girls are assuming a nurturing, maternal role, the little boys are learning competition, leadership and teamwork, the essentials in any business organization. For example, in baseball, Johnny learns that even if he doesn't like the hot shot third baseman, he must get along with him for the sake of the team. These

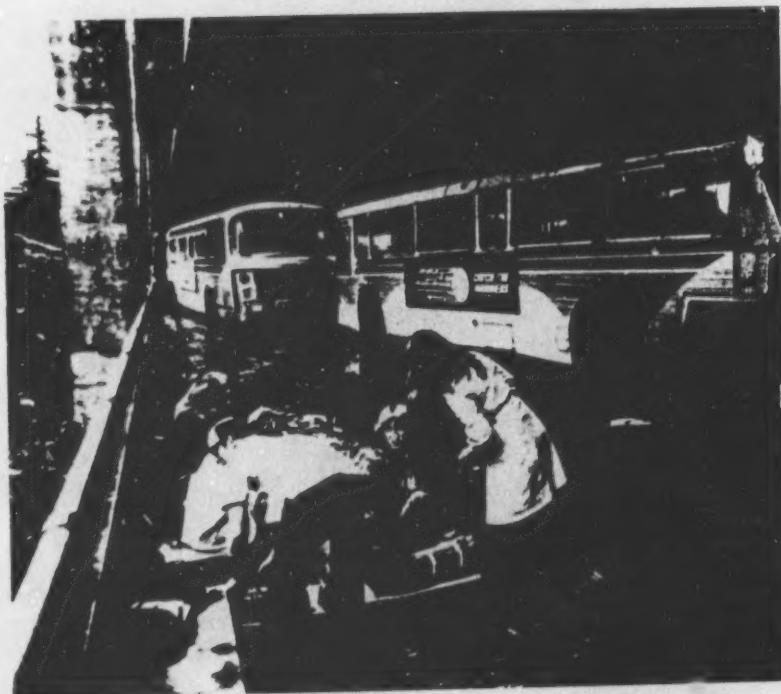
rules also apply in the business world. Through this conditioning, men have a headstart on women before they even hit the job market.

Once a stereotype is defined and generally accepted, it is obviously difficult to get away from. Female sexual stereotypes can be a great disadvantage to women assuming positions of authority in the workforce. Areen told of a teaching job she had at a small mid-western law school where she initially had a credibility problem with some of her students because she was female. Areen had to overcome the stereotype which defined women as passive, overly sensitive, weak and nurturing.

Areen explained that stereotyping can affect women in the work world in another way. If there is only one woman in a particular field, she contended, people tend to stereotype by believing that this woman represents all of womanhood. Their thinking "So this is what a woman is like in the field"—could be another destructive generalization. Areen proposed there should be a "critical minimum" of women in each field to demonstrate that each individual, male or female, adapts to a position with a different style.

On a final note, Areen looked confidently to the future. She acknowledged that some traits instilled through female sex role conditioning could, with the entrance of women into the workforce, bring about a positive effect upon society. Women, perhaps because of conditioning often have a strong commitment to a personal life. Rather than succeeding in the work world at the expense of a private life, Areen was confident that women could be just as dedicated to their careers as to their personal lives. She proposed that women will serve as an example by demonstrating that a healthy balance can be reached between professional and personal life.

Jane Areen is General Counsel for the President's Reorganization Project and is also a professor of law at Georgetown University. She has served on the White House Task Force on Regulatory Reform and is a former director of the Georgetown Juvenile Justice Clinic. She has a B.A. from Cornell and an LL.B. from Yale.



I. THE SEMINAR REPORT

"The Androgynous Manager"

What traits are required to be a firefighter today? What characteristics make a good manager? How do changes taking place in society today affect our occupational needs?

Elsa Porter, Assistant Secretary for Administration with the U.S. Department of Commerce and a long-time supporter and follower of fire service concerns, offers some practical perspectives on these questions. She asserts that "the androgynous manager," or one who embodies the traditionally recognized "masculine" as well as "feminine" job competencies, is best suited to achieve managerial success in today's complex business world.

At a time when many theorists and activists are eager to blur distinctions between the sexes, Porter boldly focuses on male-female distinctions and stresses the importance of understanding the various gender-related job competencies. Central to this theory is the notion that jobs are associated with certain competencies, some of which are traditionally "masculine" (e.g., courage, physical strength, control) while others are perceived as "feminine" (e.g., caring, compassion, nurturing).



Naturally, one's self-esteem is built, in part, on these presumed competencies on the job. When women, then, acquire jobs which traditionally have required "masculine" competencies, men may feel their self-esteem is under siege or has somewhat been diminished.

Firefighting is one profession, says Porter, where this male competency quotient is most strongly coupled with the potential for friction between the sexes. Historically, firefighters have symbolized courage and strength—again, male competencies. In fact, few other professions offer greater opportunities for heroism or experiences which foster or reinforce courage, mechanical ability, or physical strength. Because of this, Porter cautions women who enter the fire service to recognize attitudes about these competencies and to consider that their presence may serve as a threat to male self-esteem.

In addition, Porter contends that changes within the fire service profession—more emphasis on fire prevention, improved management, or the entry of women—jeopardize its male-oriented, "macho" image. Therefore, such changes may be resisted until people begin to accept that new competencies, in addition to courage and strength, are needed by today's fire service.

The issue of adapting or responding to these changing competencies is not, of course, limited to the fire service field. In fact, it is a problem that is affecting the framework of all modern organizations. In her address, Porter employed the example of managerial competency as one significant area where change is rapidly occurring.

Management competency has historically included being rational and in control, having pre-programmed skills, and being decisive, while "feelings" are of relatively little importance. However, because of the increasing complexity of society today, these traditional, solely masculine competencies are no longer adequate by themselves.

The new manager, then, if he or she is to succeed in the future, must learn to strike a balance between the masculine and feminine job competencies. Porter cited Don Michael's book, *Planning to Learn and Learning to Plan*, which deals with

I THE SEMINAR REPORT

the transformation of society and new managerial competencies which are becoming essential. Porter specifically noted five managerial competencies in her address.

"First," she stated, "the one thing we're certain of is that we're uncertain—we do not know all the answers." This premise brings with it the need for a new managerial competency—the ability to acknowledge uncertainty or "being able to say you don't know." Porter alluded to the fine distinction between appearing weak because you don't know all the answers and creating distrust because you say you have answers which you really don't.

The second new competency is the ability to experiment and innovate. After all, in a world in which we admit we don't know all the answers, mistakes have to be made. One has to be error-embracing—accepting and learning from mistakes. "In the old set of competencies, if you made a mistake, you were canned," so the requirement of trial and error is new and different from the old.

Thirdly, we have to be future-responsive and goal-setting, looking into the future and "establishing a vision of what we want to be. That requires listening to people . . . again, that says we don't know it all."

A fourth competency is interpersonal competence—the ability to cope with value conflicts, to recognize and discuss them. In an uncertain world, where errors have to be embraced, people need "to nurture one another." Men don't know how to nurture each other because the old competencies requiring tough-mindedness, turf protection and competition did not allow for development of interpersonal competencies.

The value of knowing one's self has long been recognized and according to Porter, we ought to believe it—"that an unexamined life is not worth living. Knowing one's self requires an introspection and confrontation with weaknesses that men particularly, women also, find very difficult to do."

Finally, managers today require support systems as they are out in a new world trying to invent new solutions. There are three kinds of support systems, according to Porter, in today's organizations, knowledge support systems, to access information about what you're doing or want to do, ethics support systems, to provide rules on values, and a personal nurturing network, to assist in growth and risk-taking.

These new competency requirements, intrinsic in today's organizations, are more generally female-oriented, experimentation, innovation, future responsiveness and the ability to communicate on a personal level. Porter, of course,

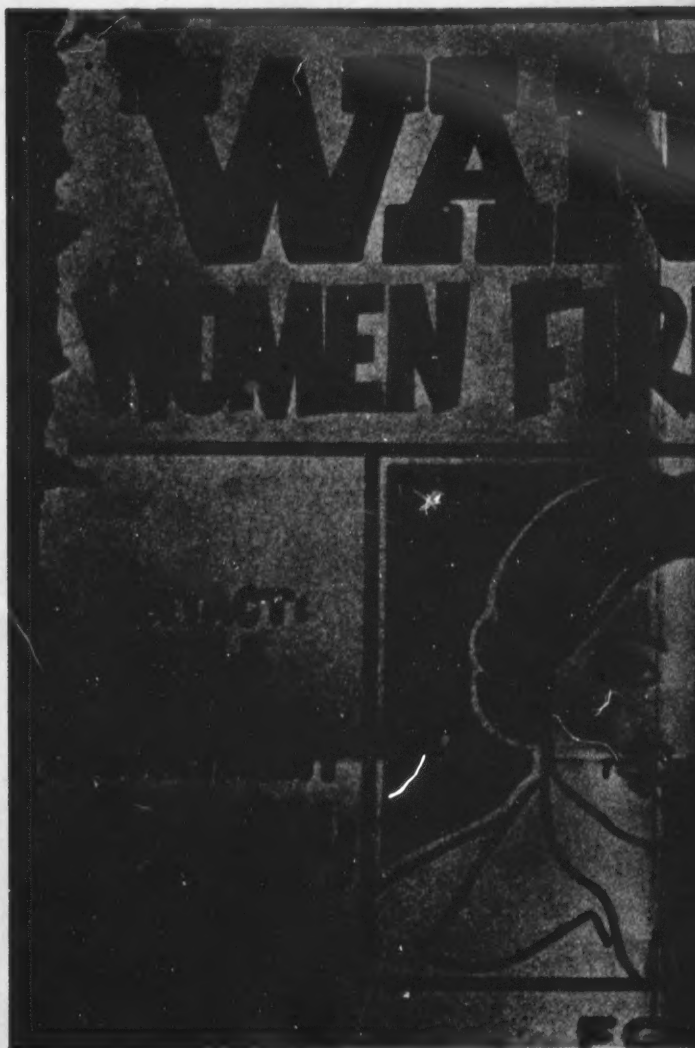
recognizes the great importance and value of traditionally male traits, but proposes that they be balanced by the equally valuable female traits. Organizations today require this balance and the person who performs this necessary function is becoming known as "the androgynous manager."

The entry of increasing numbers of women into the workforce and management, while causing stress and anxiety during this transition, promises to yield great benefits in the future for all concerned. The increasing number of androgynous managers, both male and female, will be able to deal with our complex, constantly changing society.

Elsa Porter is Assistant Secretary for Administration within the Department of Commerce. She has served as Chief of the Analysis and Development Division in the Bureau of Personnel Management and Evaluation within the Civil Service Commission and has worked in the Department of Health, Education and Welfare. She holds Masters degrees from Harvard and the University of Alabama.

II. FIRE SERVICE INITIATIVES

During the past several years, fire organizations across the nation have devised initiatives to tackle the problems facing women in the fire service. Some recent initiatives have been a direct result of the U.S. Fire Administration seminar. Past or present, these initiatives realistically deal with the issues cited at the seminar.



ATED FIGHTERS

CONTACT:
SEATTLE
CIVIL
SERVICE
625-2213



Standards/Entry Requirements



Not many women can easily pass firefighter physical agility entry requirements. Because this entry standard often screens female applicants, the issue of physical entry requirements was discussed in depth at the Seminar. Some participants complained of bad experiences resulting from lowering physical standards, others were optimistic about bringing the performance of female applicants up to the standards, rather than the converse, and finally, the validity of certain entry requirements was explored. The general consensus of participants, affirmed by a U.S. Fire Administration-funded study by Paradigm, Incorporated, was

that standards, valid and job related, should never be lowered to allow entrance of more women into the fire service.

Representatives of the Jacksonville, Florida Fire Department told of a bad experience with one particular female firefighter as a result of officials tampering with physical entry requirements. After receiving pressure from the Equal Employment Opportunity Commission, the Office of Revenue Sharing and the courts, the department was forced to hire a female recruit who was not physically qualified. Participants seemed to agree that this type of action was not realistic or equitable.

Other fire departments described how they amended standards so that, although valid and job related, they do not automatically screen out female applicants.

- In 1978, the San Diego Fire Department enforced a new hiring policy which included a new interview format and requirements which were realistic and job related. The new hiring policy, according to the then-Training Director Robert Osby, focused on "bringing the performance up to the standards rather than bringing the standards down to the performance." Of those hired, three were female. They were near the top of their class, both in academic and motor skills.

Validation of requirements seems to be the pervasive issue when it comes to entry standards. Carl Holmes, Assistant Chief of the Oklahoma City Fire Department, asserts that hiring standards and entry requirements are basically meant to measure a level of predictability of success in an applicant. If standards identify candidates with the highest predictability of success, he believes, they can be validated.

Today, several states are attempting to adopt valid statewide certification standards for specific jobs within the fire service. These standards would apply, of course, to both male and female job applicants.

Recruitment

Since firefighting is a non-traditional field, women are not used to thinking in terms of the employment opportunities the service careers offer. In order to make women aware of the opportunities and to familiarize them with what is involved in a fire service career, recruitment programs and orientation programs have been designed.

- In 1977, the Seattle Fire Department employed recruitment efforts which were relatively inexpensive and, at the same time, very effective. The promotional campaign involved the use of announcements, posters, and media coverage. Sending out recruit announcements to the proper audience was imperative. The target groups included women's organizations with an emphasis on women's sports. Posters displayed at strategic locations, were eye-catching and clever. Media was used in two ways, through press coverage, and public service announcements. To attract press coverage, recruit announcements in the form of press releases were sent to local media centers. Public service announcements for radio were taped and distributed to area stations.
- Chief Durkin of Madison, Wisconsin, also emphasized the importance of using the media in a recruitment campaign. Even though his department did not advertise at all, Durkin told that out of 475 application requests, over 100 went to women.



Many women coming into the fire service don't have as good an idea of the requirements of the job as men do. After snagging the interest of many through the recruitment campaign, the Seattle Department puts them through an orientation program to expose appli-

II. FIRE SERVICE INITIATIVES

cants to the details of a fire service career.

- The Seattle orientation program or "recruit class" includes a slide show, live demonstrations by fire personnel, and familiarization with fire equipment and physical agility testing equipment. By the end of the program, participants have a pretty good idea about the duties and hazards of firefighting. Usually, by the end of such a program, several applicants, aware of what firefighting entails, drop out.

Other orientation programs on a smaller scale have also proven effective.

- The Madison, Wisconsin Fire Department mails out a 17-page brochure with applications, outlining in detail what happens before, during and after a fire. Also included are a sample written test, a listing of benefits and a suggested physical agility preparation that could be conducted on a personal level.

Information Gathering and Exchange

One of the most valuable aspects of the "Women in the Fire Service" seminar was the exchange of backgrounds, experiences and ideas. Realizing the significance of this communication, the participants advocated further meetings and the collection and publication of data relating to women in the fire service issues.

The U.S. Fire Administration Seminar has touched off a series of workshops and seminars dealing with women in the fire service. These meetings serve as forums for exchange of ideas.

- In March of 1980, the International Society of Fire Service Instructors has

scheduled a session on "Women in the Fire Service" at its major conference. The U.S. Fire Administration made arrangements for Danah Feldman, a forest firefighter from Washington State, to speak at this session.

- The states of Oregon and Washington have announced plans to jointly sponsor a "Women in the Fire Service" seminar. The seminar will bring together fire professionals in these two states to encourage solutions to problems associated with the entry of women into the fire service in Washington and Oregon. Plans are now underway to expand this to a western regional seminar, and two others are in the planning stages, for the Midwest and the East Coast.
- At the Fifth Public Fire Education Planning Conference at Airlie, Virginia, in September 1979, the U.S. Fire Administration sponsored a workshop on "Women in the Fire Service." Workshop participants were briefed on the results of the "Women in the Fire Service" seminar, and were encouraged to work toward the recruitment and hiring of qualified women into their own organizations.
- In January of 1980, the Maryland Fire and Rescue Institute included a "Women's Role in the Fire Service" panel discussion in their Fire Service Staff and Command Course. Course participants, high-ranking fire officials, were briefed on the issues and recommendations cited at the "Women in the Fire Service" seminar.

One of the specific recommendations under the issue of information gathering and exchange involves the collection of data on women in the fire service. The previously-mentioned Paradigm study is a first step towards this end. Although not entirely conclusive, the study indicates problems and possible solutions as perceived by men and women in the fire service.

Physical Training

The issue of physical training relating to the entrance of women in the fire service was widely discussed throughout the conference. Fitness research and various physical fitness program methods were explored.

- Al Stark, Institute of Human Performance, told of the five major aspects of physical fitness. They are muscle strength, muscle endurance, flexibility, cardiovascular endurance and body composition. Muscle strength is defined as the ability to exert maximum muscle force one time; endurance is defined as the ability to contract the muscles repeatedly; flexibility is defined as the ability to move a joint through a complete range of motions; cardiovascular endurance is defined as the ability to endure total body exercise, and body composition indicates percentage of body fat.

Stark concluded that considering the female fitness training program results he has reviewed in which each of these areas had improved tremendously, it is "erroneous" to say that women cannot be trained.

The Seattle Fire Department developed a long term pre-recruitment training program designed to build physical strength.

- Prior to the implementation of a pre-recruitment program, all female applicants who had made the Seattle recruitment class failed entrance examinations. A professor from the University of Washington evaluated physical activity involved in firefighting and techniques used to operate firefighting equipment, and came up with a physical endurance program for women.

Taught at the fire department facility and the local YMCA, the course consists of a half-day of weight lifting and endurance training and a half-day of fire department related training. During



II. FIRE SERVICE INITIATIVES

the last six weeks of the seven-month pre-recruit training, the women join a short-term, pre-recruitment program for minority males. These final weeks are strictly fire department related and help to incorporate the women into a male-oriented environment.

Donna Brehm, a career firefighter with the Virginia Beach Fire Department devised her own personal pre-recruitment program. Her story.

- "When I decided to join, I knew pretty much what I was getting into. I went to a lot of schools, went to a lot of drills and learned a lot about fire pumps. I had seen what the paid men were doing, and I knew the kinds of things I would encounter as a firefighter.

"I started out lifting weights and after a few months, incorporated the city's agility test into a morning workout. Each morning before I went to work, I'd get up and go through the entire agility test, plus do a little weight work. After a year of training, I went through the actual test. The agility test was given in February. I thought I was going to die it was so cold, but I guess my adrenalin was flowing because I wanted the job very badly. I just zinged through the whole test."

Obviously, the idea of pre-recruitment physical training, whether it be provided by the department or implemented on a personal level, is working.

Equal Employment Opportunity Statement

An equal employment opportunity statement by powerful fire service organizations not only demonstrates to women that they are welcome in the

fire service, but helps to change the attitudes of individual fire service members who are opposed to females entering the fire service.

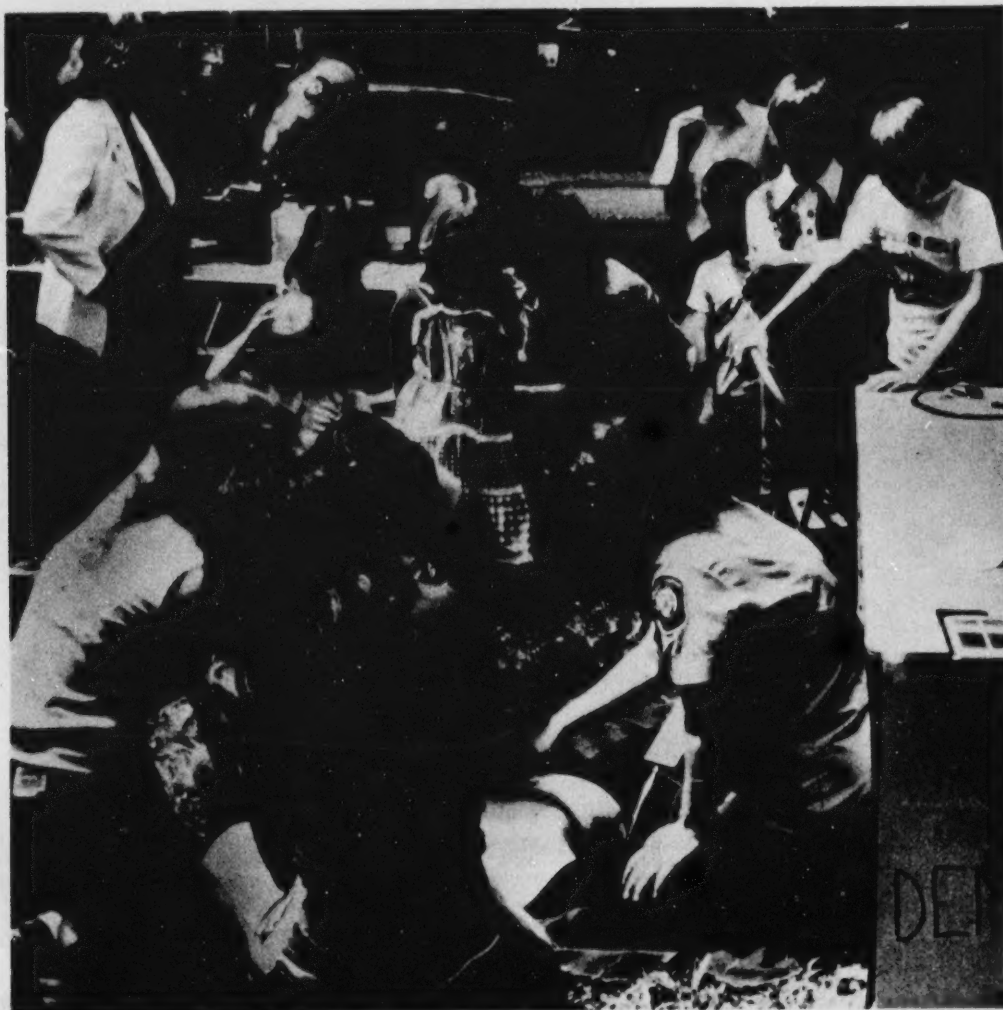
- The International Association of Fire Fighters (IAFF) is considering the adoption of a resolution endorsing the entry of women in the fire service. The proposed resolution, submitted by Floyd Yokum, Director of the IAFF/IAFC EMT Apprenticeship Program, will be decided upon at the International Association of Fire Fighters Convention in August 1980. Yokum implied that the emphasis now should not be on changing attitudes, but, rather, changing policies. "Right now," he said, "we have got to change the practices that we have to conform to the law." Yokum cited the Civil Service Commission project to evaluate firefighting standards, commending this effort to key-in on performance standards.

Development of Continuing USFA Assistance

The U.S. Fire Administration has been working to enhance the opportunities for women in the fire service. This commitment is reflected in the recent and planned publications, workshops and studies dealing with women's issues.

The Fire Administration has plans to develop a directory of resources and a legal issues package on women in the fire service. In addition, the USFA will co-sponsor regional workshops and seminars dealing with this topic. A study by Paradigm, Inc., funded by the USFA National Fire Data Center, provides a preliminary data base for other women in the fire service studies.

III. CAREER PATHS



Changing Roles of Women In The Work Force

During the 1970's, an average of more than one million women per year entered the labor force. By the first half of 1979, 51% of all women 16 years of age and older were working outside their homes, and the percentage of women in the labor force has more than doubled since the 1920's.

Who are these women workers, and how do they differ from their counterparts in earlier generations? How do they compare with their male colleagues today? Some interesting data compiled by the Bureau of Labor Statistics, U.S. Department of Labor, helps to answer these questions.

First women workers today are generally motivated by economic factors. They work because they and/or their families are dependent on their earnings. They are increasingly combining careers with raising families, and three out of four hold full-time jobs. Although women can be found in almost all job categories, most women work in traditionally "female" occupations such as clerical and service work, and very few are craft or skilled workers.

Females in today's work force are suffering economically as a result of their clustering in the

"traditional" job classifications. According to Department of Commerce statistics, of the p 285 D.C. 441 job classifications, over one half of all working women are concentrated into 20 job categories. Median earnings for women who work year-round, full-time in the experienced labor force were only 59% of the median for men. Clearly, employed women are working at jobs at the lower end of the economic scale. But even for men and women in the same occupations with the same educational backgrounds, male workers constantly and substantially out-earn females.

These statistics show that women's gains in the workforce have mostly been in terms of quantity rather than quality; women have gone from 18% of the total work force in 1900 to over 40% in 1979, but their median earnings have remained at less than 65% of the

average male worker's earnings. So, although some progress has been made, real advances toward full equality for women workers must wait until females are integrated into "non-traditional," better-paying careers—such as careers in the fire service.



III. CAREER PATHS

Changing Roles of Women in the Fire Service

With the changing role of women in the work force, the role of women in the fire service has also been evolving.

Until recent years, most women entering the fire service came through traditional avenues. Many women began their fire service experience as "daytime volunteers" assuming the responsibility for extinguishing fires while their husbands were at work. Others, teachers, homemakers and community workers, often volunteered their services to assist in educating school children and the general public about fire prevention and methods for coping in fire emergencies. Still others found their way into the fire service through a personal commitment to quell the fire problem resulting from a fire-related death or injury to a family member or friend.

In 1975, the Arlington County, Virginia Fire Department hired the first female firefighter in the nation. Since then, a growing number of women demanding equal employment in the fire service has consistently maintained that fire service jobs must be open to all qualified candidates. Today, this new breed of women is actively seeking fire service careers in fire suppression and other areas, because of above average wages and the opportunity for on-the-job training. As women claim their right to equal employment, fire department administrators across the nation are being forced to take a critical look at their entry requirements. What physical and intellectual capabilities are necessary for fire suppression, prevention and public education? How can these capabilities be measured? Are firefighting skills necessary for non-suppression positions?

Fire department personnel are examining their attitudes about women joining the ranks. Will standards be lowered and salaries be dropped? Can women handle emergency situations? Will it still be okay to tell that dirty joke?

It appears that women entering fire service also seem to be examining these traditional attitudes. Susan Morton, Fire Chief, Trinidad, California told participants, "It took me nine and a half years to become officialized and I was elected by the volunteers. The volunteers went to the city council and said this is the person we want for fire chief and, boy, I'll tell you. The mayor just dragged the sewers for bodies, anything as long as he could walk, talk, breathe, and say his name would be okay . . . but he couldn't find anybody, so he finally appointed me!"



Status of Women in the Fire Service

Although the fire service is still very much a male-dominated field, women are making contributions in almost every area. As more and more women discover the rewards of a fire service

career, females will cease to be "tokens" and will be recognized as valuable assets of the fire service community.

Today's fire service has attracted modern women to practically every facet of the profession.

Administration

Several states (e.g., Oklahoma, Delaware, North Carolina, Ore-

gon, Minnesota and West Virginia) have female administrators within their state fire prevention training or public education programs. Several communities (e.g., Trinidad, California, Tijeras, New Mexico) have female fire chiefs or assistant chiefs. Women are also involved in fire department administration, data analysis and planning activities in a variety

of communities across the country.

Prevention/Investigation

Women are conducting building inspections and/or fire investigations for a number of fire departments such as Phoenix, Arizona, University of Texas, and Edmonds, Washington. Although fire engineering is a predominantly male field, there are at least six graduate female fire protection engineers now working in the prevention/investigation field, and at least 20 females working toward degrees in this specialty.

Suppression

In addition to the numerous women serving in volunteer departments, an increasing number of female firefighters are employed by both large and small paid fire departments. Among others, fire departments in California, Washington, New Mexico, Colorado, Illinois, Oklahoma, Virginia, Washington, D.C. and Georgia currently employ female firefighters.

Public Education

There are many female fire education specialists in departments across the nation and their competence is earning them recognition. Two of the nine fire educators selected by their peers as Fire Educators of the year at USFA's 1976, 1977, 1978, and 1979 Public Education Conferences have been women. The new IFSTA Manual *Public Fire Education*, contains several chapters written by female fire educators, and 11 of 25 individuals acknowledged as contributing to development of the manual were female.

Emergency Medical Service and Communications

Skilled females are often an integral part of fire departments' EMS teams. Many metropolitan cities such as Philadelphia, Oklahoma City, Phoenix, and Chicago employ female dispatchers in their fire departments.



III. CAREER PATHS

Non-Traditional Employment Success for Women

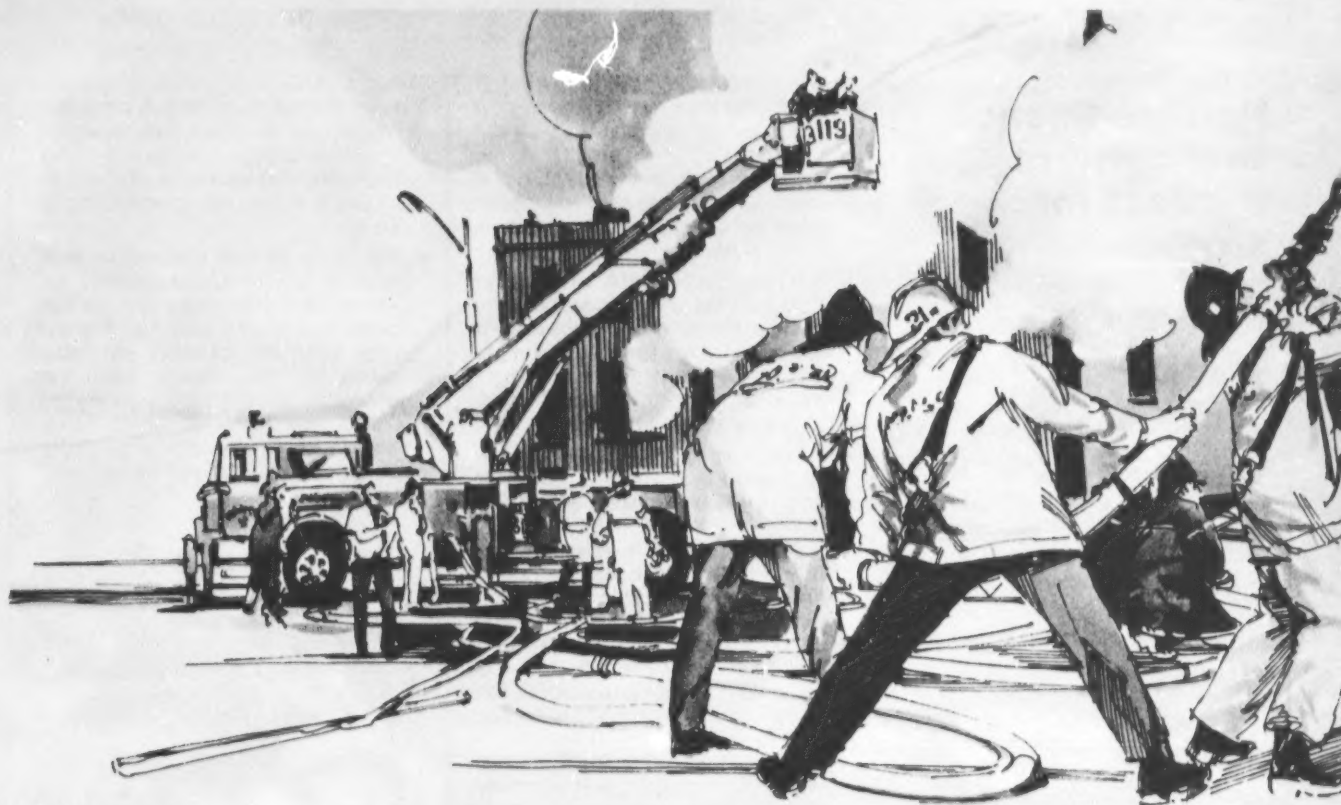
- In 1971, the Maritime Administration in Pascagoula, Mississippi instituted a 10% hiring goal. There were 89 women working in ship building in 1971. In 1978, even during a heavy lay-off period, there were 2,426 females employed in ship building.
- The Alaskan Pipeline project has 2,500 women at the peak of employment, constituting approximately 11% of the work force for the pipeline project. These women were working in the brush under conditions no one thought a women could take.
- In the coal country of Oak Ridge, Tennessee, an area of strong male tradition, a Coal Employment Project (CEP) was started. The CEP got together with the Tennessee Valley Authority, the Office of Federal Contract Compliance State Human Rights Commission, the community and the union. The International Executive Board of the United Mine Workers adopted a resolution to support "their sisters who are working to widen options for women in the coal industry." A new Mine Safety and Health Administration training package was devised, recruiting 100 women for 20 training positions.
- The Seattle Light linemen, "as rugged a group as you'll find anywhere," made some major changes in their equipment which opened the field to

more female applicants. For the first time in over 80 years, they changed their wire cutting equipment so that a tool that once required much strength to use, can now be operated more easily.

- The City of Seattle, Washington, instituted a 12% hiring goal in 1977 for women in city-financed construction projects. The goal was met the first year, and the following year was raised to 15%. Again, with the assistance of a women's organization called MECHANICA which conducted recruiting and pre-training programs, the goal was met.



IV. DO-ERS PROFILES



This report would be incomplete if it ignored the individuals who have done their best to permeate the barriers of a traditionally male-oriented fire service. The ensuing "Do-ers Profiles" give the perspective of those who have dealt with the problems we've discussed.



Name: Anne Reiss Lane

Occupation: Member, Board of Fire Commissioners (The 5-member policy-setting Board is appointed by the Mayor.) City of Los Angeles. Active in numerous community organizations, including Common Cause and the League of Women Voters.

Accomplishments: Second woman ever appointed to Los Angeles Board of Fire Commissioners.

Education: B.A., Education, UCLA, Graduate studies in Education, Stanford University.

Previous Position: Served on Los Angeles City Libraries Board for 5 years. Held offices in numerous local, state and national, political and community groups.

How and Why Entered the Fire Service: Appointed by the Mayor to fill vacant seat on Board of Fire Commissioners. Requested appointment be-

cause of desire to occupy a recently vacated "Woman's Seat" on Commission.

Ambitions: "To serve as first woman President of the Board of Fire Commissioners. To work for the hiring of female firefighters in Los Angeles City, improve delivery by both males and females, of emergency medical services.

Obstacles Overcome: Initial confusion and some skepticism from members of the fire service on how to interact with a female commissioner. Difficulty in establishing equal managerial relationships with male colleagues in the community.

Thoughts on the Role of Women in the Fire Service: "Many large urban departments could learn from the volunteer companies which routinely and successfully use female firefighters. I believe that women should have the opportunity to fully participate in all aspects of the fire service—to exclude qualified women is to waste a potentially valuable resource!"



Name: Susan Morton

Occupation: Real estate agent (paid), Chief, Trinidad, California Fire Department (volunteer).

Accomplishments: Elected first female Fire Chief of Trinidad, California.

Education: Completed numerous courses in fire science and emergency medical services at local colleges.

Previous Positions: Varied career as an auto body shop mechanic, sign painter, member of a fishing boat crew, and reforestation worker.

How and Why Entered the Fire Service: After a devastating fire in her own home, decided to join the local volunteer fire company.

Ambitions: To organize a Fire Protection District for the area surrounding Trinidad.

Obstacles Overcome: Fears and suspicions of many men that a woman could not handle stressful situations. City Council resisted appointing a female Fire Chief until the volunteers elected Ms. Morton and requested Council approval.

Thoughts on the Role of Women in the Fire Service: "In the fire service, the ability to use one's brains to 'scope out' a hazardous situation is at least as important as sheer brute strength. I believe that techniques for most firefighting/rescue jobs can be adapted so that the jobs can be performed by most women, or by smaller-than-average men."

Name: Mary Beth Michos, R.N.
Occupation: Captain, Emergency Medical Services Officer, Department of Fire and Rescue Services, Montgomery County, Maryland.

Accomplishments: First EMS Officer in Montgomery County, Maryland.

Education: R.N. Geisinger Hospital School of Nursing, Danville, Pennsylvania.

Previous Positions: Served on the coronary care units of area hospitals. Head nurse, Mobile Coronary Care Unit, Montgomery County Heart Association.

How and Why Entered the Fire Service: When the Heart Association's Federal funding to operate the "heart-mobile" ran out, the county established a new division in the Department of Fire and Rescue Services to coordinate pre-hospital emergency medical care for 18 fire departments and rescue squads in the county. Because of her prior experience, Ms. Michos was appointed director of the new division.



IV. DO-ERS PROFILES

Ambitions. Hopes to see the upgrading of the status of EMS in the Fire Service so that it is no longer second to suppression.

Obstacles Overcome. Felt minor resentment from some firefighters because she was a woman, and was entering the fire service as a high ranking officer. Overcame this through commitment to the fire service, including taking rescue and firefighting courses, excelling on promotional exams, and generally "proving" herself.

Thoughts on the Role of Women in the Fire Service. "Women who are truly interested, adequately prepared, and who have a positive attitude can have successful careers in the fire service. However, I don't feel our high fire service standards should be compromised just to bring women in. The fire service should set reasonable, job-related entry requirements, and hire only individuals who can meet them."

Name. Helen Moskal

Occupation. Assistant to the Director, Oregon Fire Standards and Accreditation Board.

Accomplishments. Coordinated Oregon's Statewide Public Education Assistance Program (PEAP) since its inception. Coordinated Oregon's first Fire Awareness Conference, to bring together leaders in private industry, government, and community groups to address the fire problem.

Education. A.A. in Management, Chemeketa Community College, Salem, Oregon. Currently working towards B.A. in Economics and Political Science, Oregon College of Education.

Previous Positions. Held clerical and administrative positions in federal, state and local government.

How and Why Entered the Fire Service. Started as the Office Manager at the Fire Standards Board. Duties continually expanded to broad involvement with the fire service, particularly in fire prevention education.

Ambitions. To complete her education and become a top manager.

Obstacles Overcome. Experienced relatively few obstacles because her role with the Board evolved slowly from a clerical to a professional level. Felt some resentment because she was a newcomer to the fire service—had not come up through the ranks of firefighters.

Thoughts on the Role of Women in the Fire Service. "In the immediate future, I feel that the best opportunities for women in the fire service are in management, prevention education, and code enforcement. Women are now making inroads in the suppression field, but this will take longer. It's important that we also think of the many fields traditionally open to women which support the fire service—planning, research, education, evaluation, insurance—there's a wide variety of opportunities for women to have an impact on fire without being in the fire service."

Name. Robert Osby

Occupation. Fire Chief, Inglewood, California Fire Department.

Accomplishments. Rose to the level of Fire Chief despite racial discrimination encountered throughout his career.

Previous Positions. Captain, San Diego Fire Prevention Bureau, Battalion Chief, San Diego Fire Department.

Education. Attended San Diego State University for Liberal Arts Study.

How and Why Entered the Fire Service. Family encouragement to apply for advertised position.

Ambitions. To run an efficient, non-traditional, highly motivated and well-compensated department.

Obstacles Overcome. Being Black and outspoken on affirmative action issues pertaining to employment of minorities and women.



IV. DO-ERS PROFILES



Thoughts on the Role of Women in the Fire Service: "I have no doubt that women can play a role in every area of the Fire Service. The key is to adapt the training to the individual. Also, many job requirements are overly restrictive or inappropriate for the specific position."

Name: Harry Diezel

Occupation: Fire Chief, Virginia Beach Fire Department.

Accomplishments: An early and consistent supporter of qualified women in the fire service. Employs several women in his department, in both suppression and non-suppression roles.

Education: Attended American University and Northern Virginia Community College for study in History and pre-law. Attended Old Dominion University, graduate course in Public Administration.

Previous Positions: Special Project Officer for Fairfax Fire Department.

How and Why Entered the Fire Service: Enjoyed working as volunteer firefighter.

Ambitions: To provide effective and efficient fire service to the community.

Obstacles Overcome: Overcoming the resistance to bringing the Virginia Beach Fire Department into the contemporary fire service delivery system mainstream.

Thoughts on the Role of Women in the Fire Service: "We employ women in all capacities in our department. The selection process for each type of job must be objective and valid. We do no favors for the women, they are evaluated relative to their co-workers... The women in my department are superior."

Name: Danah Feldman

Occupation: Forestry Technician, Fire Operation, U.S. Forest Service, Concrete, Washington.

Accomplishments: Squad leader for a team of 20 forest firefighters who travel across the country to assist in controlling major forest fires.

Education: B.A. in Art and Science from Evergreen State College, Olympia, Washington

Previous Positions: Manager of Food Cooperative, Lab Technician.

How and Why Entered the Fire Service: Joined the Forest Service in order to be able to work outdoors.

Ambitions: To give total dedication to artistic endeavors.

Obstacles Overcome: Being a token woman in a traditionally male job.

Thoughts on the Role of Women in the Fire Service: "Most of the problems I have encountered are not physical but attitudinal or psychological. I do think the physical issue is overrated—for I do truly think motivation plays a much more important role than most people give credit."



IV. DO-ERS PROFILES



Name: Judy Livers

Occupation: Fire Generalist, Arlington County Fire Department.

Accomplishments: Hired by Arlington County in 1974 as the nation's first paid female firefighter.

Education: Attended Washington Hospital Center for nursing studies. Attended Temple Business School, Washington, D.C. Completed computer programming curriculum.

Previous Positions: Dental Hygienist, Church Organist.

How and Why Entered the Fire Service: Read *America Burning* and was motivated to help fire victims.

Ambitions: To become an officer in the field.

Obstacles Overcome: An inordinate amount of press coverage made some colleagues angry and resentful.

Thoughts on the Role of Women in the Fire Service: "There is a role in the fire service for dedicated, hardworking people who desire tremendous fulfillment. It does not matter whether these people are men or women."

Name: Lynn Michaelis

Occupation: Fire Marshal, Fountain Valley, California.

Accomplishments: First female Fire Chief in Fountain Valley.

Education: B.A. in Public Administration, University of Redland.

Previous Positions: Fire Prevention Specialist, Fountain Valley, California, Fire Prevention Academy Coordinator for Santa Anna College.

How and Why Entered the Fire Service: Opportunity for advancement.

Ambitions: To improve jurisdiction's Fire Prevention training and inspection programs.

Obstacles Overcome: Loneliness that comes with being a woman in a traditionally male field.

Thoughts on the Role of Women in the Fire Service: "I'd like to see more women become interested in the fire service—especially in fire prevention. Right now, I'm working to develop a three-year Fire Prevention training program which would be ideal for women."

Name: Veronica H.L. Taylor

Occupation: Dispatcher II, Platoon Supervisor, Fire Communications Center, Philadelphia Fire Department.

Accomplishments: The first Black woman dispatcher hired by the Philadelphia Fire Department.

Education: Attending Temple University for study in Communications.

Previous Positions: Telephone Assistance.

How and Why Entered the Fire Service: Had required skills and thought job would be interesting.

Ambitions: To influence changes in the fire service advancement requirements.

Obstacles Overcome: Initially denied job as dispatcher because of sex discrimination.

Thoughts on the Role of Women in the Fire Service: "Because fire suppression experience is often a prerequisite for advancement, women who work in a civilian capacity are deadlocked. I believe that women could go into Fire Prevention and Fire Investigation without having been uniformed members of the fire service."



IV. DO-ERS PROFILES



Name. Robert Swartout

Occupation. Chief, Seattle Fire Department.

Accomplishments. Established a pre-recruitment training program for women which provides six months of intensive physical fitness training and fire-fighting related training for prospective female firefighters.

Education. Attended North Seattle Community College for Study in Fire Command and Administration.

Previous Positions. Experience in many areas of Fire Service, Communications, Operations, Combat and Training.

How and Why Entered the Fire Service. Drawn to the challenge and opportunity for advancement.

Ambitions. To take an active role in making the fire service representative of the community it serves—by including women and minorities.

Obstacles Overcome. People who work to push women into the fire service, regardless of qualifications.

Thoughts on the Role of Women in the Fire Service. "The women's role is no different from the man's role in the fire service. We should not alter the required standards for women, because this would destroy their potential for success relative to their male counterparts."



Name. Nancy Dennis Trench

Occupation. Supervisor of Fire Service Training for the State of Oklahoma.

Accomplishment. Recent promotion to Supervisor of Fire Service Training.

Education. B.S., Fire Protection and Safety Engineering and Technology, Oklahoma State University.

Previous Position. Fire Education Specialist, Oklahoma State University.

How and Why Entered the Fire Service. Interest in fire education aroused while writing a term paper for a municipal fire protection course.

Ambitions. To continue rewarding career, knowing that the information imparted can have a direct effect upon life and death situations.

Obstacles to Overcome. Overcoming traditional sex role stereotyping.

Thoughts on the Role of Women in the Fire Service. "The entrance of women into the fire service serves as a vehicle for identifying problems in the fire service that will improve the profession for both men and women."

Name. Diane Roche

Occupation. Fire Education Specialist, Virginia Beach Fire Department.

Accomplishment. Initiating and successfully implementing fire safety programs for elementary school children.

Education. B.S., Education, Illinois State University.

Previous Position. Reservation Manager for a Travel Agency.

How and Why Entered the Fire Service. Had the required education background for the job and had experienced two apartment fires.

Ambitions. To successfully develop a community fire safety program emphasizing survival techniques and fire prevention methods.

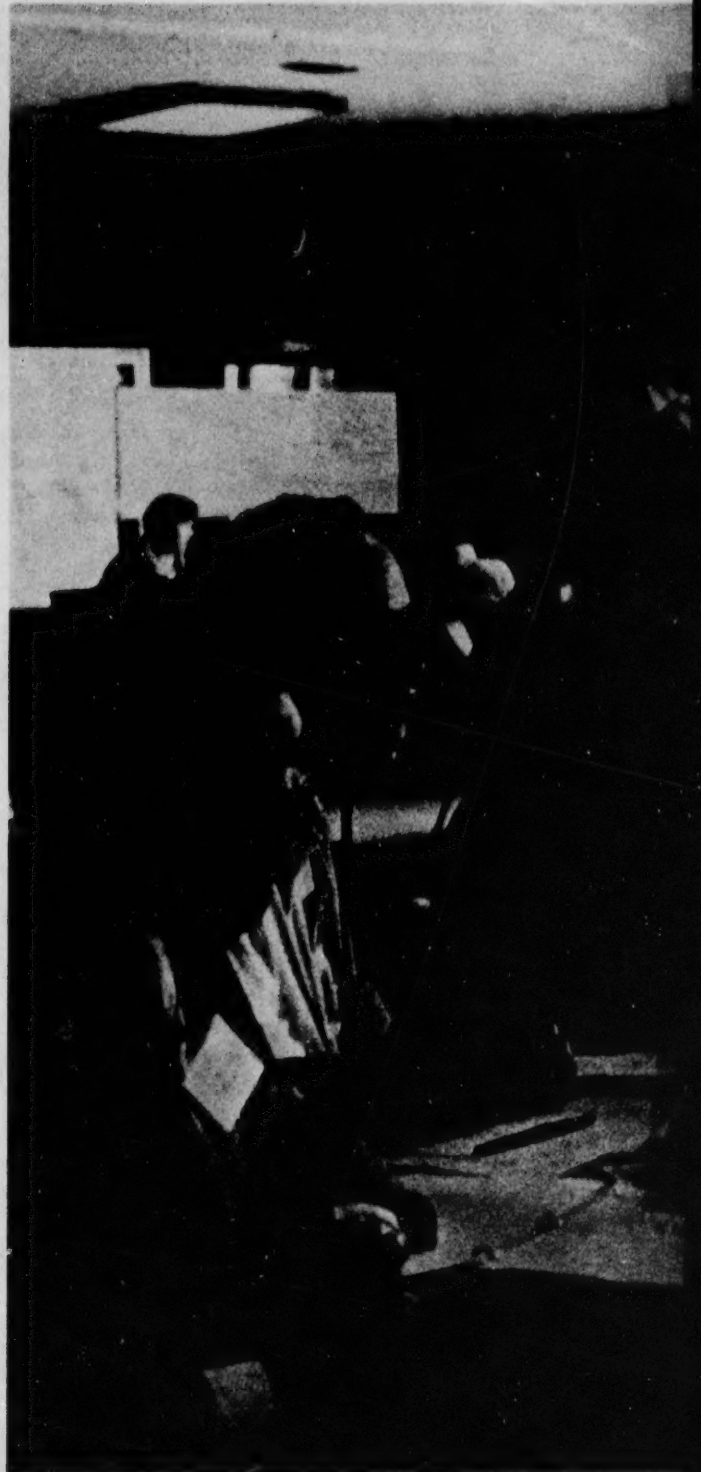
Obstacles to Overcome. Overcoming sex role stereotyping in a male dominated field.

Thoughts on the Role of Women in the Fire Service. "I feel this is a field opening up to women who are determined and able to cope with attitude problems prevalent in all non-traditional fields."



V. RESOURCES

Women who want fire service careers, and fire service organizations who want to hire women can't "go it alone" any longer. A variety of resources for women in the fire service is available, and USFA urges readers to take full advantage of them. The list below is a first effort at identifying key resources.





Legal Protections

The Federal Government has prohibited discrimination against women in hiring, promotion, and wages, and encouraged the full employment of women through three major actions.

- **Title VII The Civil Rights Act of 1964**

(amended in 1972 to cover municipal workers)

This law prohibits discrimination in employment on the basis of sex in hiring, firing, payment, classifying or promoting.

The Equal Employment Opportunity Commission (EEOC), which enforces Title VII, has drawn up sex discrimination guidelines for employers so that they can develop affirmative action programs. Affirmative action plans are no longer only admissible under court order. Employers may examine their work force and establish an appropriate affirmative action plan.

- **Executive Order 11246, effective October 14, 1968**

Enforced by the Office of Federal Contract Compliance Program, Executive Order 11246 requires all construction contractors receiving Federal money to comply with affirmative action requirements.

- **Revised Order #4, issued January 30, 1970**

This order, also enforced by the Office of Federal Contract Compliance, sets out affirmative action requirements for non-construction Federal contractors.

Many cities and counties, and all states, also have anti-discrimination laws or regulations. Readers should check with state and local authorities in their own jurisdiction to learn the provisions of their local laws.

Persons who believe they have been unfairly discriminated against should not hesitate to file a complaint with the appropriate enforcement agency.



Supportive Organizations

Many organizations offer various means of support to women in the fire service. These groups, whether they be specifically fire-related, female-related, or public sector-related, can be a valuable source of contacts for future employment opportunities.

The U.S. Fire Administration is developing a program to enhance the opportunities for women in the fire service. This program will provide a resource directory, a legal issues package and co-sponsorship of regional seminars concerning women in the fire service.

The program, slated as a top priority for the coming year, will be under the direction of:

Laura Buchbinder
Office of Planning
& Education
Unites States Fire
Administration
Federal Emergency
Management Agency
Washington, D.C.

The International Association of Fire Fighters is considering adoption of a resolution endorsing the entry of qualified women into the fire service. Even prior to considering this endorsement, the IAFF has long been sensitive to the needs of minority hiring.

The IAFF Labor Recruitment Program is actively involved in setting up programs designed to recruit women and other minorities into the fire service. Inquiries concerning lack of representation of female employment in a particular fire department can be directed to:

Roscoe Hanby
Labor Recruitment Program
IAFF
1750 New York Avenue, N.W.
Washington, D.C. 20006

The International Association of Professional Women in the Fire Service, organized in 1977, was established to promote the fire service through the joint effort of all women in the fire service, to provide a line of communications among all women in the fire service, to assist local departments in their recruitment of women, to provide mutual assistance and counsel to fire service women, to work with other fire service organizations, and to recognize individuals who warrant special recognition.

Active membership is open to women employed full-time in the fire service, and affiliate

memberships are offered to persons not eligible for active membership but who wish to support the objectives of the organization. Dues are \$5.00 per year. The Association holds periodic meetings and publishes a newsletter.

For further information, or to join, contact:

Ms. Charlotte A. Badgett
President
IAPWFS
9704 Lake Ridge
Austin, Texas 78746

Many public employee organizations, such as the American Society for Public Administration, the Federal, State, County and Municipal Workers, and others have women's caucuses that are supportive. Women are encouraged to determine if such groups meet in their communities.

Non-Traditional Employment Training Programs

There are programs across the country that train women for employment in non-traditional blue collar work. These programs focus on physical fitness, harassment, adjustment to a male-oriented job, and preparation for entrance exams. These programs could serve as examples for firefighter pre-recruitment programs, or could simply be expanded to include firefighting.

For a list of the programs write:
U.S. Department of Labor
Information Office
Women's Bureau
Office of the Secretary
Washington, D.C. 20210

Physical Fitness Assessment Programs

Because the development of appropriate physical standards for firefighters is such an important issue in the fire service, readers are urged to become familiar with the pioneering work of the Institute for Human Performance in Fairfax, Virginia.

In January of 1977, Dr. Paul Davis completed a USFA-funded doctoral study on the physical requirements of the firefighting profession. Since that study Dr. Davis formed the Institute of Human Performance, a private management consulting firm specializing in occupational health and physical performance evaluation.

Currently, the Institute is working with the Arlington County, Virginia Fire Department which has a USFA grant to evaluate a National Fire Academy (NFA) course which teaches management of firefighter physical fitness programs.

The Institute will assist in developing a fitness program modeling the one prescribed by the National Fire Academy course and conducting a survey of 50 other fire departments which have participated in the same course. After one year, a report evaluating the NFA course in terms of problems and possible solutions will be submitted.

The Institute is working on similar projects in Alexandria, Virginia, and Prince William County, Virginia.

Apprenticeship Programs

Apprenticeship programs are ideal resources for women entering non-traditional fields. The combination of training and on-the-job experience gives women the opportunity to become acclimated both to the non-traditional environment and new job responsibilities.

The IAFF/IAFC EMT Apprenticeship Program

This program is a systematic period of training, education, experience, and performance evaluation for firefighters, leading to the position of Journeyman Emergency Medical Technician.

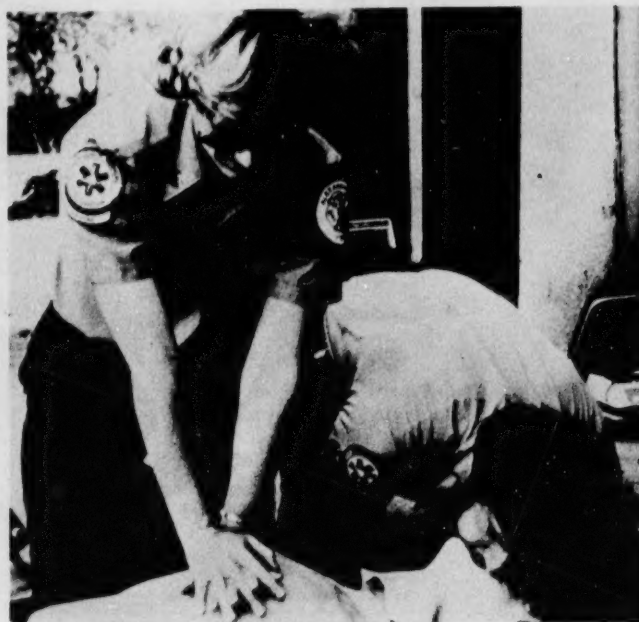
The EMT Apprenticeship Program uses the U.S. Department of Transportation's EMT courses, provides on-the-job training and evaluation, and requires supplementary related technical

and academic instruction in emergency medical care and rescue operations.

Although the program uses national EMT and paramedic standards, it can be tailored, with the cooperation of the local medical communities, to meet the needs of local fire departments.

Women are encouraged to apply for this worthwhile program. For further information contact:

Chief Floyd Yocum
Director, IAFF/IAFC EMT
Apprenticeship Program
1750 New York Avenue, NW
Washington, D.C.
(202) 833-2274



A Legal Perspective on EEO

During the second session of the seminar, **Federal Policy and Affirmative Action Issues**, Teresa Holland, formerly an attorney with the Federal Enforcement Section of the Civil Rights Division in the Department of Justice, explained Federal litigation in cases of unfair hiring due to discrimination. Comments reflect Miss Holland's personal views rather than the views of the Department.

"There are several Federal agencies that could get involved with discrimination in fire departments. Under Title VII of the Civil Rights Act of 1964 as amended, the first Federal agency most fire departments will deal with on discrimination issues is the United States Equal Employment Opportunity Commission (EEOC). When an individual feels that he or she has been discriminated against, he or she will file a charge with the EEOC which notifies the fire department of the charge. If the fire department is a public employer, it will deal first with EEOC and try to conciliate the charge—work an

amicable resolution between the parties. If the parties are not able to agree on a reasonable solution, the EEOC will forward the charge to the Department of Justice.

"The Department of Justice will review the charge and determine whether litigation is warranted. If litigation is warranted, the Department of Justice functions as the attorneys in the case representing the individual and also the interests of the United States and will bring suit against the defendant fire department. The Department of Justice also has the authority on its own to initiate an action against a fire department that has a pattern or practice of discrimination against minorities or against women.

"We use statistics primarily to show that there has been employment discrimination. The law allows that statistics can prove our initial case. Once the plaintiff has shown that a disproportionate number of minorities and women are excluded from the fire department, the department has the heavy burden of justifying that exclusion to the Court.

"The Department of Justice can also sue to bring the fire department into compliance with the regulations and laws under the Revenue Sharing Act. As a practical matter, the Department of Justice does not routinely seek to cut off Revenue Sharing funds. It is more our procedure to seek to remedy the problems than to cut off Federal funds.

"The law in the area of employment discrimination under Title VII says that the plaintiff does not have to prove an intent on the part of a defendant to discriminate to prevail in an employment discrimination case. A fire department can be pursuing practices that it feels are legal, justified and non-biased, but if these procedures screen out minorities and women disproportionately, the fire department may be violating the laws. It does not take any overt or intentional act on the part of the fire department to be found guilty of discrimination.

"Basically, our lawsuits involve a review of the overall statistics in a department. If your department is in a city that has 15% minorities, your fire de-



partment has only 1% minorities that's a red flag that you're ripe for an investigation and possibly a lawsuit.

"If we bring a lawsuit on these statistics and we prevail in the lawsuit, the type of relief we ask the Court to order is goals. Goals are also known as hiring quotas, but we think there is a difference. When we say a goal, we mean a qualified individual being hired into a job. A quota would suggest that you just hire 'X' amount of women or 'X' amount of minorities, regardless of qualifications. That is not our position. We have never wanted, never asked, and have never required that an employer hire a person who is not qualified for a job. We also do not, and the law does not, allow for displacement of incumbents to make room for minorities or for women. It also does not require the hiring of unnecessary employees. The goals are applied only toward new hires that the department would be doing anyway."

taining to equal employment opportunity guidelines, must send it to the EEOC for clearance. The EEOC doesn't enforce these decisions if there is an impasse between an agency, the Justice Department and EEOC. In that case, either party can bring the issue to the Executive Office of the President. Needless to say, there is a strong incentive toward agreement. The EEOC also coordinates employment requirements throughout other agencies to ensure uniform guidelines.

- Q. What agency would support an objective study of performance requirements on the fire grounds?
- A. The Civil Service Commission did, with a project with Personnel Decisions, Inc., of Minneapolis to analyze what skills, knowledge and personal characteristics are required for firefighting.

EEO

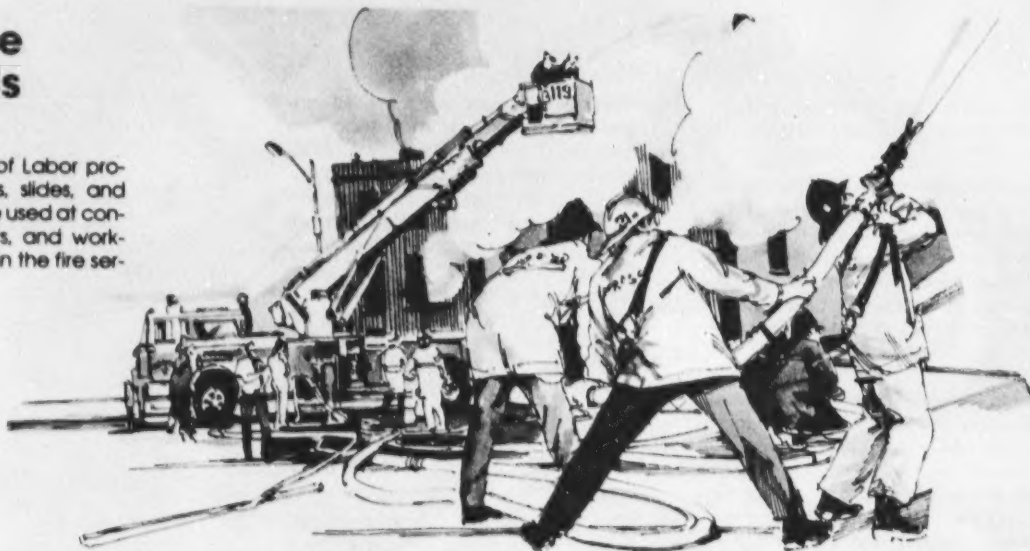
Q's and A's

Holland's address spurred questions pertaining to the Federal role in hiring and discrimination.

- Q. Can we in the fire service voluntarily develop separate eligibility lists of qualified women, minorities and white males without being ordered to do so by the courts?
- A. You can do it. EEOC has recently issued guidelines that ensure this right. You can never be insulated from reverse discrimination lawsuits, but EEOC attempts to protect anyone who will use affirmative action with the guidelines and states that the guidelines are a protection since courts often follow the agency guidelines in matters of this sort.
- Q. How are equal opportunity activities coordinated in the Federal government?
- A. Any agency that wants to issue an order or regulation guideline per-

Resource Materials

The Department of Labor provides publications, slides, and films which can be used at conferences, seminars, and workshops on women in the fire service.



Publications

Equal Employment Opportunity Commission
2401 E Street, N.W.
Washington, D.C. 20506
(or see local telephone directory listings under "U.S. Government")

A Directory of Resources for Affirmative Recruitment (91 pages), 1975
Guidelines on Discrimination Because of Sex, 1972.

National Commission on the Observance of International Women's Year
(Commission terminated March 29, 1978)

To Form a More Perfect Union... Justice for American Women, (382 pages), 1976. Available from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. \$5.20

A Guide to Federal Laws and Regulations Prohibiting Sex Discrimination (189 pages), 1976.

U.S. Department of Commerce
Bureau of the Census
Washington, D.C. 20233

A Statistical Portrait of Women in the U.S., Special Studies, Series P-23 No. 58 (90 pages), 1976.

Women in Apprenticeship—

Why Not? R&D Monograph No. 33 (34 pages), 1976.

U.S. Department of Labor
Women's Bureau
Washington, D.C. 20210

Most Women Work Because of Economic Need (chart), 1977.

Steps to Opening Skilled Trades to Women (8 pages), 1974.

Trends in Women's Employment and Training in Selected Professions (4 pages), 1976.
Women Workers Today (10 pages), 1976.

A Working Woman's Guide to Her Job Rights (34 pages), 1975. \$.65

Note: The Women's Bureau distributes single copies of its publications free of charge. Multiple copies of those for which prices are given may be purchased from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. All Women's Bureau materials are in the public domain and may be reproduced without permission.

Slides

Destorying the Myths. EEOC Audio-Visual Division, Room 3200, Columbia Plaza, 2401 E Street, N.W., Washington,

D.C. 20506, (202) 634-6930. Reviews employer equal opportunity responsibilities. (10 minutes)

Order Section, National Audio-Visual Center (NAC)
General Services Administration

Washington, D.C. 20409

The Legal Rights of Women Workers. Expresses women's rights to equal employment opportunity, equal training and promotion opportunity, and equal pay. (NAC#-007847, \$12.00, 6 minutes)

Legal Responsibilities—Affirmative Action and Equal Employment. Illustrates legal responsibilities of employers to eliminate unfair and illegal employment practices that often affect women. (NAC#-007848, \$13.75, 12 minutes)

Films

Bias—A Four Letter Word. Malibu Films, Malibu, California 90265, (213) 456-2859. Shows how biases originate and are perpetrated against women, minorities, the aged, people of differing life styles. (30 minutes, color)

Choice: Challenge for Modern Women. University of California Extension Media Center, 2223 Fulton Street, Berkeley, California (415) 642-0460. Twelve

part series, one of which is "Wages of Work," about women and employment and its effects on family, community. (30 minutes each, b/w)

Anything You Want To Be. New Day Films, 779 Subsquehanna Avenue, Franklin Lakes, New Jersey 07417, (201) 891-8240. Illustrates conflicts experienced by girls as they find out that "anything you want to be" means traditional roles and occupations. (8 minutes, b/w)

Never Underestimate the Power of a Women. Bureau of Audio-visual Instruction, P.O. Box 2093, University of Wisconsin, Madison, Wisconsin 53701. (508) 262-2944. Dispels damaging myths about women's work capacities and performance in a wide range of non-traditional settings. (15 minutes, color)

Rollover. Herstory Films, Box 215, Franklin Lakes, New Jersey 07417, (201) 891-8240. Celebrates women in non-traditional jobs. (10 minutes, color)
Sex Role Development. CRM-McGraw-Hill Films, Del Mar, California 92014, (714) 481-8184. Shows how we have developed traditional expectations about male and female roles, offers alternative methods of socialization that encourage children to grow up outside of fixed stereotypes. (23 minutes, color).



VI. DIRECTORY OF CONFERENCE PARTICIPANTS

ALLEN, William L.
Assistant Counsel
1300 City Hall
Jacksonville, Florida 32202
(904/633-4502)

AMABILI, Louis
Director
Delaware State Fire School
RD #2, Box 166
Dover, Delaware 19901
(302/678-4773)

BADGETT, Charlotte A.
Fire and Safety Inspector
University of Texas
2617 Speedway, Suite 104
Austin, Texas 78705
(512/471-3511)

BARR, Robert C.
Assistant Division Director
Public Protection Division
National Fire Protection
Association
470 Atlantic Avenue
Boston, Massachusetts 12210
(617/482-8755, ext 182)

BICKEM, Edward
Paramedic Sergeant
Montgomery County Fire & Rescue
Services
10025 Darnestown Road
Rockville, Maryland 20850
(301/279-1836)

BREHM, Donna P.
Firefighter
Virginia Beach Fire Department
Public Safety Building
Virginia Beach, Virginia 23456
(804/427-4435)

BRUNACINI, Alan V.
Fire Chief
Phoenix Fire Department
620 West Washington Street
Phoenix, Arizona 85003
(602/262-6297)

BUCHBINDER, Laura
Director
Fire & Emergency Planning
Assistance
Office of Planning and Education
U.S. Fire Administration
Federal Emergency Management
Agency
Washington, D.C. 20472
(202/634-7553)

BURNETT, Robert
Personnel Director
City of Alexandria
301 King Street
Alexandria, Virginia 22314
(703/750-6441)

CHAMBERS, Mary D.
Assistant Fire Chief
Bernillo County Fire District #10
Box 181, Star Route
Tijeras, New Mexico 87059
(505/281-5187)

COY, Carol A.
Administration Assistant
International Association of Fire
Chiefs, Inc.
1329 18th Street N.W.
Washington, D.C. 20036
(202/833-3420)

DALTON, James F.
Chief, Division of Fire Prevention
Montgomery County
6110 Executive Boulevard
Rockville, Maryland 20852
(301/468-4153)

DAVIS, Dr. Paul O.
President
Institute of Human Performance
9411 R. Lee Highway
Fairfax, Virginia 22030
(703/591-6200)

DIEZEL, Harry
Fire Chief
Virginia Beach Fire Department
Municipal Center
Public Safety Building
Virginia Beach, Virginia 23456
(804/427-4228)

DURKIN, Edward D.
Fire Chief
Madison Fire Department
325 W. Johnson Street
Madison, Wisconsin 53703
(608/266-4220)

FELDMAN, Danah
Forestry Technician
Squad Boss, Mt. Baker Fire Crew
Rt. 1, Box 56
Baker River Ranger Station
Concrete, Washington 98237
(206/853-2851)

FOLEY, William F.
Chief Fire Marshal
Chicago Fire Department
558 Dakovan Street
Chicago, Illinois 60607
(312/744-4733)

FOYE, Nancy
Program Analyst
U.S. HUD/PD&R
451 7th Street, S.W. Room 8126
Washington, D.C. 20410

HAMMERMAN, Herbert
Director, Division of Data and
Information
Office of Interagency
Coordination
Equal Employment Opportunity
Commission
Room 2534
2401 E Street N.W.
Washington, D.C. 20506
(202/653-5490)

HERNANDEZ, Ruth R.
Writer, Information Office
Women's Bureau
Office of the Secretary
U.S. Department of Labor
Washington, D.C. 20210
(202/523-9330)

HUHLUND, John W.
Director
Maryland Fire and Rescue
Institute
University of Maryland
College Park, Maryland 20742
(301/454-2416)

HOLLAND, Theresa
Attorney
Seyserth/Shaw Fairweather and
Geraldson
1111 19th Street, N.W.
Washington, D.C. 20036
(202/463-2546)

HOLMES, Carl
Assistant Fire Chief
Oklahoma City Fire Department

820 N.W. 5th Street
Oklahoma City, Oklahoma 73106
(405/235-3314)

KLINGER, Harry G.
District Chief/Department
Affirmative Action Officer
Madison Fire Department
325 W. Johnson Street
Madison, Wisconsin 53705
(608/266-4420)

LANDES, Nancy, RN
Institutional Training Coordinator
Prince Georges County Fire
Department
4318 Rhode Island Avenue
Brentwood, Maryland 20722
(301/699-2940)

LANE, Susan
Director
Office of Women's Rights
City of Seattle
3rd Floor
4th and Yesler Building
Seattle, Washington 98104
(206/625-4374)

LIVERS, Judith A.
Fire Generalist
Arlington Fire Department
Station #5
735 S. 18th Street
Arlington, Virginia 22202
(703/558-2905)

LOHR, Cathy
Fire Education Specialist
North Carolina Department of
Insurance
P. O. Box 26387
Raleigh, North Carolina 27611
(919/733-5060)

MACE, Harold R.
Manager, Fire Service Training
and Fire Protection Publications
Oklahoma State University
Fire Building
Stillwater, Oklahoma 74074
(405/624-5727)

MARANO, Fay F.
Fire Safety Education Officer
Chesterfield Fire Department
P. O. Box 40
Chesterfield, Virginia 23832
(804/748-1426)

MEREDITH, Cappy
Fire Education Specialist
Virginia Beach Fire Department
3610 South Plaza Trail
Virginia Beach, Virginia 23452
(804/486-3377)

MICHOS, Mary Beth, RN
Captain, Emergency Medical
Services Officer
Montgomery County Fire and
Rescue Services
10025 Darnestown Road
Rockville, Maryland 20850
(301/279-1836)

MORTON, Susan
Fire Chief
City of Trinidad
P. O. Drawer "N"
Trinidad, California 95570
(707/677-0223)

MOSKAL, Helen
Assistant to the Director
Fire Standards and Accreditation
Board
3000 Market Street N.E.
Suite 258
Salem, Oregon 97310
(503/378-5210)

NAYLOR, Don A.
Fire Prevention-Protection
Specialist
State Fire Marshal's Office
P. O. Drawer 1269
Santa Fe, New Mexico 87501
(505/827-2357)

OSBY, Robert E.
Chief
Inglewood Fire Department
1 Manchester Boulevard
Inglewood, California 90301
(213/649-7350)

O'TOOLE, Leslie K.
Firefighter
West Adams County Fire District
10550 Huron Street
Northglenn, Colorado 80234
(303/452-6024)

OZMENT, Dennis
Assistant Fire Marshal
Minneapolis Fire Department
Room 230, City Hall
Minneapolis, Minnesota 55415
(612/348-2583)
POWELL, Pamela
Office of Planning and Education
U.S. Fire Administration
Federal Emergency Management
Agency
Washington, D.C. 20472
(202/634-7553)

RICHARDSON, Antona
Director, Fire Center
University of Minnesota
3300 University Avenue S.E.
Minneapolis, Minnesota 55414
(612/376-3535)

ROCHE, Diane
Fire Department Education
Officer
Virginia Beach Fire Department
3610 South Plaza Trail
Virginia Beach, Virginia 23452
(804/486-1234)

RUDDER, Beatrice M.
Firefighter
District of Columbia Fire
Department
Engine Company #3
439 New Jersey Avenue N.W.
Washington, D.C. 20001
(202/638-8466)

RULE, Charles H.
Fire Chief
Alexandria Fire Department
900 Second Street
Alexandria, Virginia 22314
(703/750-5724)

SHAFFER, Margaret
President
Paradigm, Inc.
8815 Quiet Stream Court
Potomac, Maryland 20854
(301/299-7551)

SCHAMADAN, James, Dr.
Executive Health Center
834 North First Avenue
Phoenix, Arizona 85003
(602/258-7371)

SMALL, Richard D.
Executive Director
Fire Standards and Accreditation
Board
3000 Market Street N.E.
Suite 258
Salem, Oregon 97310
(503/378-5210)

STEPHENS, Nancy K.
Assistant State Fire Marshal
State Fire Marshal's Office
2000 Quarrier Street
Charleston, West Virginia 25305
(304/348-2191)

SWARTOUT, Robert L.
Fire Chief
Seattle Fire Department
3224 4th Avenue South
Seattle, Washington 98134
(206/625-4073)

TAYLOR, Veronica H.L.
Fire Equipment Dispatcher II
Philadelphia Fire Department
SEC 3rd and Spring Garden
Streets
Philadelphia, Pennsylvania 19123
(215/844-7444)

TRENCH, Nancy Dennis
Supervisor
Fire Service Training
Oklahoma State University
Fire Building
Stillwater, Oklahoma 74074
(405/377-4500)

UNDERWOOD, Mitchell
Chairman, Connecticut Public
Fire Education Committee
126 New Britain Avenue
Apartment H-2
Plainville, Connecticut 06062
(203/747-9829)

YARBROUGH, Russell
Fire Chief
Jacksonville Fire Department
107 Market Street
Jacksonville, Florida 32202
(904/633-5433)

YOCUM, Floyd E. (Bud)
Director of IAFF/IAFC EMT
Apprenticeship Program
International Association
of Fire Fighters
1750 New York Avenue N.W.
Washington, D.C. 20036
(202/872-8484)

Credits for Photography

Chesterfield Virginia Fire Dept.

Dallas Fire Dept.

Montgomery Vol. Fire Dept.

John Haglund Univ. of Maryland
(fire service training)

Oklahoma State Univ.

Seattle Fire Dept.

Baltimore County Fire Dept.

Scott Sedar

Mike Olsen